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QUESTIONS FOR THE DCI (From analyst/trainees in the Intelligence
Production Course #2-74)

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1. Initially I had the impression that the NIO was to be a substantive authority in his assigned area. However, one of the NIO's speaking to our group stated that he was a "new hand" in the field and relied heavily on analysts with more expertise than he had. Does this indicate that the role of the NIO is that of a coordinator and manager rather than an area specialist?

2. The supervision of the entire intelligence community is the responsibility of the DCI. However, some organizations, such as NSA, are fiscally responsible only to the Department of Defense. Can anything be done to tighten the DCI's control over such organizations?

3. Since the ideas of National Intelligence Officers and the National Intelligence Daily were yours essentially, what is your evaluation of their progress? Are they meeting your expectations? What other programs would you like to see initiated during your tenure?

4. Has any thought been given to the eventual impact of the NIO system as it becomes institutionalized and new DCI's are appointed? Many analysts are already concerned that the NIO's are essentially another layer between them and the DCI, a trend that seems likely to accelerate as the system becomes bureaucratized.

5. What possible pitfalls do you see in the NIO system? For example, is there a danger that each NIO will come to rely upon and task the organization from whence he came, at the expense of other components in the community? A huge body of knowledge has emerged in the field of organizational behavior. Do you feel the Agency might profit by hiring a resident expert in this field who would be able to understand, explain, and foresee problems which might arise between and among the various Agency components and individuals within them?

6. In the last nine months, we have heard many high-ranking people talk of new methodologies and the need to use them in analysis. Most younger analysts, by virtue of their youth, their more modern graduate educations, and a somewhat less rigid outlook on intelligence analysis, believe that new methodologies for intelligence analysis can and need to be developed. However, no one has been able to tell us how an analyst on this job can develop these methodologies, given the restraints of time and skeptical bosses. What are your thoughts on this?

EX-2 IMPDET
CL BY 057173

Let's experiment

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7. Many of the world problems that the Agency needs to look at are essentially socio/economic in character. I'm referring to such problems as food production, climate changes, population growth, urban systems, etc. Yet these problems are being attacked in a piecemeal approach by many different production offices (CPR, OER, OBG, ORU). In many cases problems are being studied by people without the necessary educational background or a recent exposure to the many new quantitative methodologies. Do you foresee the eventual formation of a production office or division to look at intelligence-related socio/economic problems? Or do you feel that these problems are outside the purview of the intelligence community?

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